



INSIGHT INTO THE UNITED STATES DEPARTMENT OF VETERANS AFFAIRS

(Organizational Alignments, Roles and Responsibilities)

prepared for the
National Association of State Veterans Homes Administrators

February 28, 2010

**Wayne A. Valey
National Fee Program Office**



Introduction and Overview



- **Introduction**
- **General Overview of the Department of Veterans Affairs**
- **Organization of the Department of Veterans Affairs**
- **Veterans Health Administration**
- **Veterans Benefit Administration**
- **Veterans Cemetery Administration**
- **The Seven Assistant Secretaries**
- **The 14 Staff Offices**
- **Discussion/Questions**



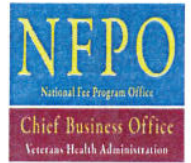
OVERVIEW OF THE DEPARTMENT OF VETERANS AFFAIRS



- The Department of Veterans Affairs (VA), established as an independent agency under the President by Executive Order 5398 on July 21, 1930, was elevated to Cabinet level on March 15, 1989 (Public Law No. 100-527).
- The Department's mission is to serve America's Veterans and their families with dignity and compassion and to be their principal advocate in ensuring that they receive medical care, benefits, social support, and lasting memorials promoting the health, welfare, and dignity of all Veterans in recognition of their service to this Nation.



OVERVIEW OF THE DEPARTMENT OF VETERANS AFFAIRS



- VA is the second largest Federal department and has over 278,000 employees. As advocates for Veterans and their families, the VA community is committed to providing the very best services with an attitude of caring and courtesy.
- VA comprises a Central Office (VACO), which is located in Washington, DC, and field facilities throughout the Nation administered by its three major line organizations: Veterans Health Administration, Veterans Benefits Administration, and National Cemetery Administration.



OVERVIEW OF THE DEPARTMENT OF VETERANS AFFAIRS



Services and benefits are provided through a nationwide network of 1,749 service sites. These include:

- 153 hospitals,
- 995 outpatient clinics,
- 135 community living centers,
- 49 domiciliary residential rehabilitation treatment programs,
- 57 Veterans benefits regional offices,
- 128 national cemeteries. and
- 232 Vet centers



VETERAN INFORMATION



The estimated total Veteran population was 23,816,000 as of September 30, 2007. This included:

7,884,000 Vietnam era Veterans.

4,996,000 Gulf War era Veterans.

2,919,000 World War II Veterans.

2,961,000 Korean conflict Veterans.

Veterans serving only in peacetime numbered 6,077,000, about one-in-four Veterans.



VETERAN INFORMATION (continued)



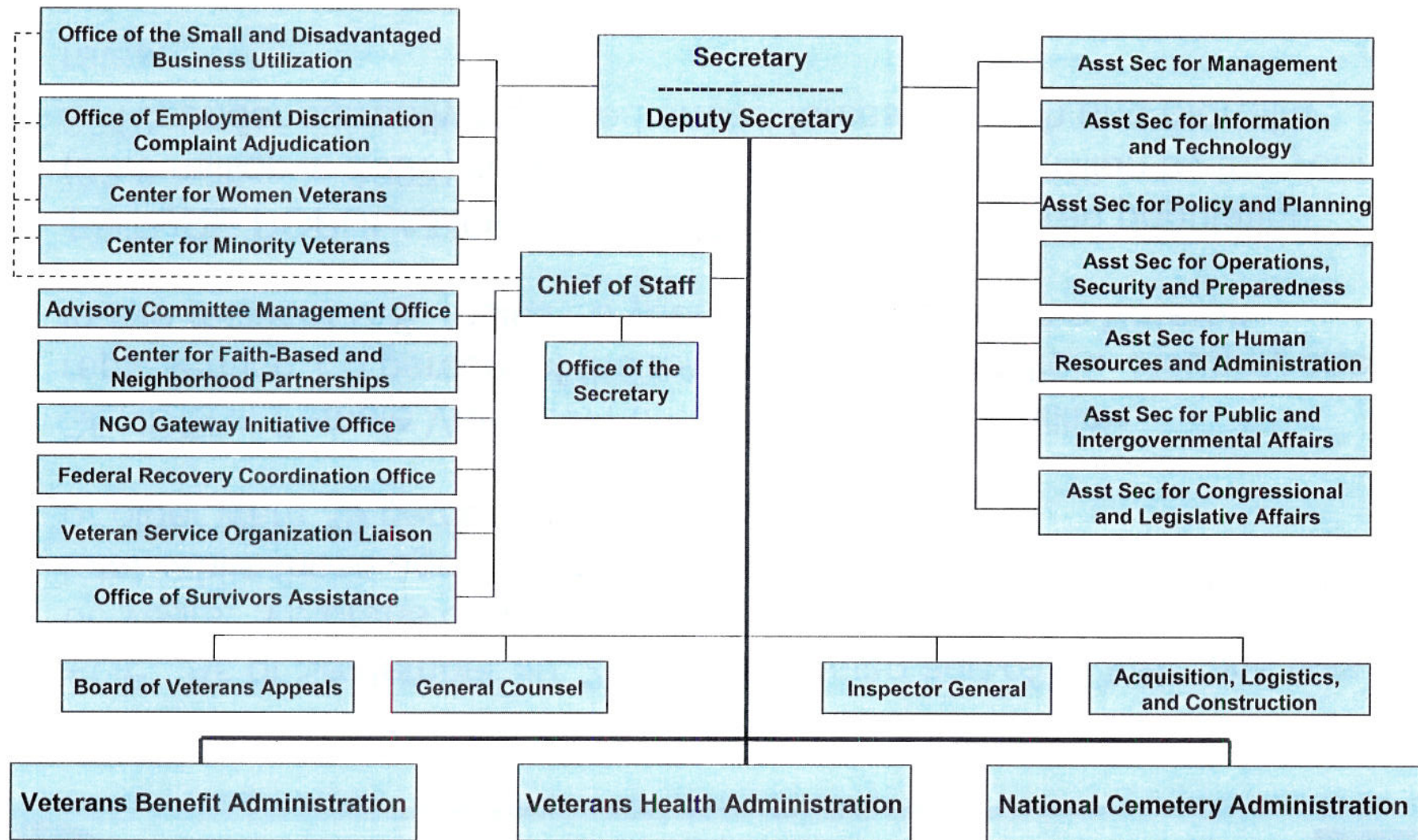
AGE: As of September 30, 2007, the median age of all Veterans was 60 years. Veterans under the age of 45 constituted 20 percent of the total, while those aged 45 to 64 represented 41 percent, and those 65 or older were 39 percent of the total.

GENDER: Female Veterans numbered 1,780,000 million, representing 7.5 percent of the total Veteran population. Roughly one-in-five resident U.S. males 18 years of age or older is a Veteran.

FUTURE POPULATION PROJECTIONS: The Veteran population (23.8 million in 2007) is projected to decline to 22.7 million by the year 2010, under currently expected armed forces strength and mortality rates.



ORGANIZATION OF THE DEPARTMENT OF VETERANS AFFAIRS





ORGANIZATION OF THE DEPARTMENT OF VETERANS AFFAIRS



The **Secretary of Veterans Affairs** is a member of the President's cabinet, serving as the chief advisor to the President on Veterans' affairs.

As the head of the Federal government's second largest department, the Secretary is responsible for a \$96 billion budget used to provide a nationwide system of health care services, benefits programs, and national cemeteries for America's Veterans.

The Secretary sets policies governing the Department's operations, defines its basic organizational structure, and maintains favorable relations with organizations, groups, and individuals interested in Veterans' affairs.



ORGANIZATION OF THE DEPARTMENT OF VETERANS AFFAIRS



- The **Deputy Secretary of Veterans Affairs** is second in command, serving as the Department's Chief Operating Officer. The Deputy Secretary directs the policy and operations of the Department and provides broad direction to the Department's 278,000 employees through the administrations and staff offices, ensuring coordinated action and conformance with the Secretary's directives.
- **Administrations and Staff Offices:** The Department includes 3 administrations that provide for the delivery of services and benefits, 7 assistant secretaries who advise and support the Secretary and the administrations, and 14 staff offices that provide specific assistance to the Secretary.
- The three administrations are **Veterans Health Administration, Veterans Benefits Administration, and National Cemetery Administration**.
 - (1) These administrations give centralized program direction to field facilities that provide diverse program services to Veterans and their families.
 - (2) Each administration has Central Office components that support the administration's operations. This organizational structure reflects a basic management approach of centralized policy direction, complemented by consistent decentralized execution.



The Seven Assistant Secretaries

- The seven assistant secretaries serve as the principal staff advisors to the Secretary and Deputy Secretary and oversee or administer programs in their respective areas of responsibility.
- The **Assistant Secretary for Management** serves as the Department's Chief Budget Officer, Chief Financial Officer, Senior Real Property Officer, and Senior Official for Environment, Energy, and Transportation. *The Assistant Secretary is responsible for financial management, budget administration, and resources planning, and serves as the Department's principal advisor for budget, fiscal, and capital policy.* The Assistant Secretary also supports the Strategic Management Council with regard to implementing the capital asset planning process.
- The **Assistant Secretary for Information and Technology** serves as the Chief Information Officer (CIO) for the Department. As the CIO, the Assistant Secretary is the principal advisor to the Secretary on matters relating to information and technology management in the Department as delineated in Public Law No. 104-106, the Clinger-Cohen Act; the Paperwork Reduction Act, Chapter 35 of Title 44 United States Code; and any other associated legislated or regulatory media.
- The **Assistant Secretary for Policy and Planning** is responsible for the Secretary's policy analysis and planning processes and their integration into the Department's Strategic Management Process. The Assistant Secretary's functions entail responsibility for performing Department-level policy analyses and development, program evaluations, strategic planning, quality improvement, actuarial studies and assessments, Veterans' demographics, VA/Department of Defense (DoD) coordination services, and statistical analyses. The Assistant Secretary is responsible for the Nation's official estimates and projections of the Veteran population and the National Survey of Veterans, Active Duty Service Members, Activated National Guard and Reserve Members, Family Members, and Survivors.
- The **Assistant Secretary for Operations, Security, and Preparedness** is the principal advisor to the Secretary and Deputy Secretary on VA's capability and readiness to continue services to Veterans and their families, respond to contingency support missions to the DoD and other Federal agencies engaged in emergency response activities and respond effectively during national emergencies.



The Seven Assistant Secretaries

- The **Assistant Secretary for Human Resources and Administration** is responsible for providing VA-wide responsibilities to such programs as human resources management, diversity and inclusion, discrimination complaint resolution, labor-management relations, and general administrative support (primarily services to VACO). The Assistant Secretary serves as the Department's Designated Agency Safety and Health Official and is responsible for administering the Occupational Safety and Health and Workers' Compensation programs. The Assistant Secretary also serves as the Department's Chief Human Capital Officer, advising and assisting the Secretary in carrying out VA's responsibilities for selecting, developing, training, and managing a high quality workforce in accordance with merit systems principles.
- The **Assistant Secretary for Public and Intergovernmental Affairs** is responsible for the coordination and dissemination of VA-related information to various audiences, specifically Veterans and associated service organizations, and to the general public through the news media. The Assistant Secretary manages and directs the Department's intergovernmental, consumer affairs, and homeless programs. The office supports Veterans-specific interest groups, special events, and program activities to meet the needs of several audiences – first and foremost Veterans.
- The **Assistant Secretary for Congressional and Legislative Affairs** serves as the principal advisor to the Secretary and Deputy Secretary concerning all legislative and congressional liaison matters and has overall responsibility for the plans, policies, goals, and direction of the Office of Congressional and Legislative Affairs. The Assistant Secretary is the principal coordinator of VA's legislative program development, ensures departmental compliances with congressionally mandated reports and serves as the point-of-contact with the Government Accountability Office.



THE 14 STAFF OFFICES



The 14 staff offices that report directly to the Secretary or Deputy Secretary include:

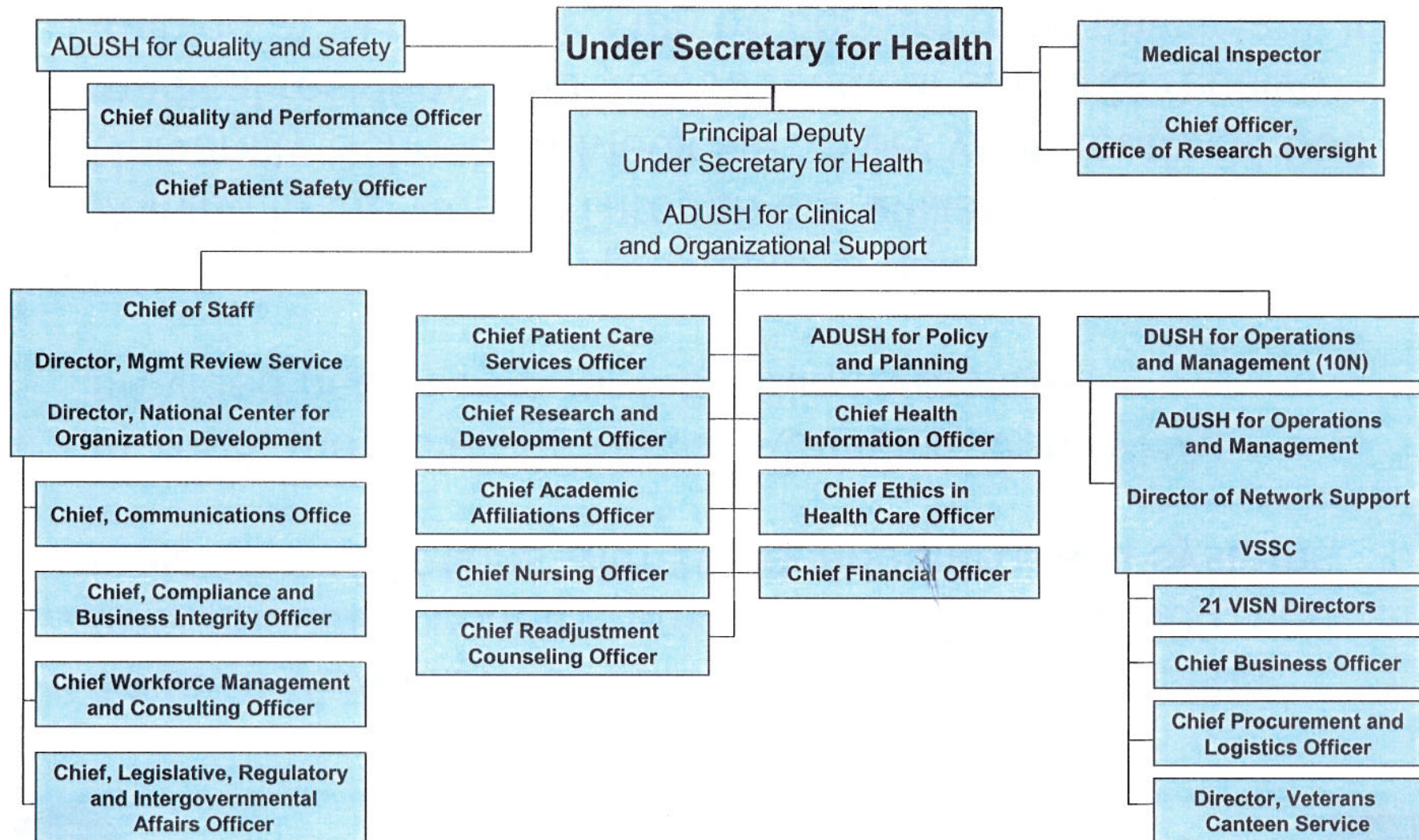
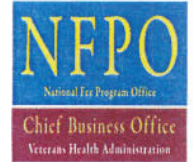
- General Counsel;
- Inspector General;
- Board of Veterans' Appeals;
- Veterans Service Organizations Liaison;
- Center for Minority Veterans;
- Center for Women Veterans;
- Center for Faith-Based and Neighborhood Partnerships;
- NGO Gateway Initiative Office;
- Office of Small and Disadvantaged Business Utilization;
- Office of Employment Discrimination Complaint Adjudication;
- Office of Advisory Committee Management;
- Office of Acquisition, Logistics, and Construction;
- Office of Survivors' Assistance; and,
- The Federal Recovery Coordination Program.



Veterans Health Administration (VHA)



VETERANS HEALTH ADMINISTRATION





VETERANS HEALTH ADMINISTRATION



- Today's VHA provides care at more than 1,400 sites throughout the country, employs a staff of 235,000, and maintains affiliations with 107 academic health systems.
- In 2008, the Veterans Health Administration (VHA) provided health care for 5.6 million Veterans.
- It is among the largest providers of health professional training in the world. Through our affiliations with University Schools of Medicine, every year nearly 34,000 medical residents and 19,000 medical students receive training at VHA. More than 65 percent of all physicians in the U.S. today have trained in VA facilities.



VETERANS HEALTH ADMINISTRATION



- VHA operates one of the largest and most effective research organizations in the United States;
- VHA is a principal federal asset for providing medical assistance in major disasters; and
- VHA also serves as the largest direct-care provider for homeless citizens in the United States.



VETERANS HEALTH ADMINISTRATION



- A dozen years ago, VHA began the difficult and ongoing task of reinventing itself into a model health care system. VHA's transformation began with fundamental changes to its' management and structure. In 1995, VHA established 23 regional networks (now 21) and charged each one with conducting daily operations and decisions affecting hospitals, clinics, nursing homes and Vet centers located within their regions. These regional networks (called Veterans Integrated Service Networks, or VISNs) remain our fundamental units for managing funding and ensuring accountability.
- The creation of the VISNs was a major initiative to decentralize VHA's bureaucracy, eliminate layers of administration and bring staff closer to patient care.
- Since 1995, VHA has moved from an inpatient model of care, characterized by a limited number of specialized facilities that often were far from a veteran's home, to an outpatient model in which more than 1,400 sites provide care in communities throughout the United States. In doing so, VHA transformed itself from a collection of "safety net" hospitals to a health system focused on health promotion and disease prevention.



VETERANS HEALTH ADMINISTRATION



VA's Under Secretary for Health has established four essential priorities for the future:

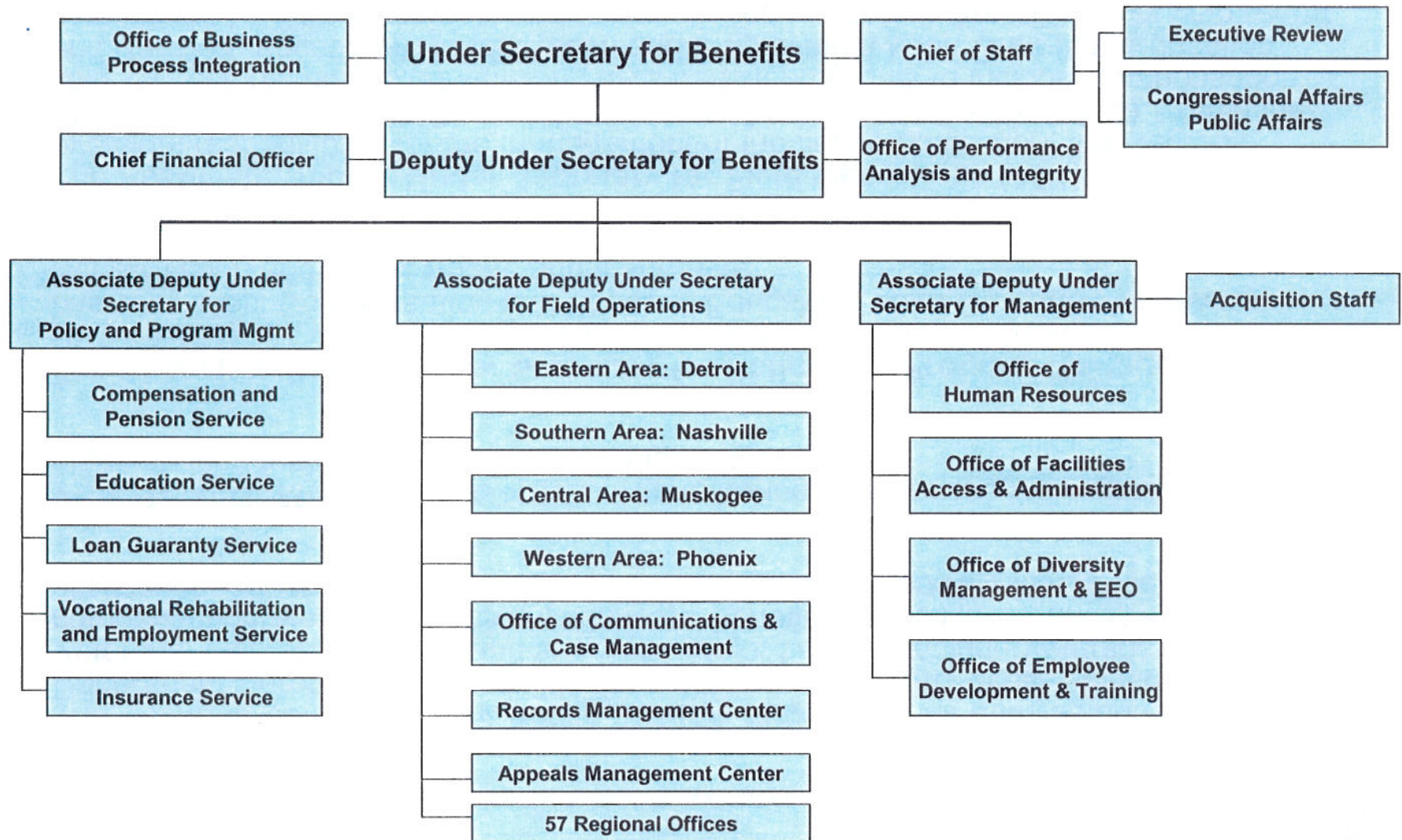
- to make caring for patients our first priority;
- to practice progressive leadership throughout our organization;
- to promote improved business processes; and
- to produce meaningful performance measures.



VETERANS BENEFIT ADMINISTRATION (VBA)



VETERANS BENEFITS ADMINISTRATION





VETERANS BENEFITS ADMINISTRATION



- The Veterans Benefits Administration (VBA) is responsible for administering the Department's programs that provide financial and other forms of assistance to Veterans, their dependents, and survivors. Major benefits include Veterans' compensation, Veterans' pension, survivors' benefits, rehabilitation and employment assistance, education assistance, home loan guaranties, and life insurance coverage.
- **VBA MANAGEMENT STRUCTURE.** The following summarizes the organizational elements and functions within VBA Headquarters.
- The **Associate Deputy Under Secretary for Policy and Program Management (ADUSPPM)** has oversight responsibility for the management of VBA's five core business lines: Compensation and Pension, Education, Loan Guaranty, Vocational Rehabilitation and Employment, and Insurance.
- The **Associate Deputy Under Secretary for Field Operations (ADUSFO)** has oversight responsibility for the management of the field organization, the Records Management Center (RMC), and the Appeals Management Center (AMC). Within the field, 57 regional offices administer VBA's benefit programs to include Compensation and Pension, Vocational Rehabilitation and Employment Loan Guaranty, Education, and Insurance. These regional offices are aligned under four Area Directors who report directly to the ADUSFO.



VETERANS BENEFITS ADMINISTRATION

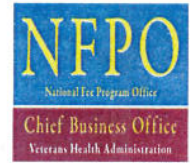


The **Associate Deputy Under Secretary for Management (ADUSM)** has oversight responsibility for five staff offices that manage, coordinate and integrate programs to support VBA business lines and regional office operations.

- [The Office of Human Resources](#)
- [The Office of Diversity Management and Equal Employment Opportunity](#)
- [The Office of Facilities, Access and Administration](#)
- [The Office of Employee Development and Training](#)
- [The Acquisition Liaison Staff](#)



VETERANS BENEFITS ADMINISTRATION



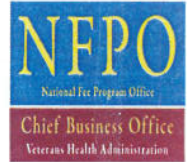
The **Chief Financial Officer (CFO)** is fully responsible for all aspects of the formulation, presentation, defense, and execution of VBA's benefits and general operating expense budgets, totaling over \$55 billion in obligations. This responsibility includes managing and directing VBA's financial accounting and reporting, as well as policy and systems development.

The **Office of Business Process Integration (OBPI)** is responsible for ensuring VBA's strategic business needs and requirements are properly documented, integrated, and communicated both internally and externally. OBPI facilitates the design, development, and implementation of business systems and information technology to enhance claims processing within VBA.

The **Office of Performance Analysis and Integrity (OPA&I)** is responsible for conducting data analyses and studies leading to improved processes and systems for benefits delivery.



VETERANS BENEFITS ADMINISTRATION



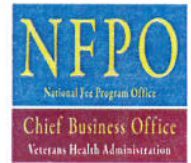
VBA BENEFIT PROGRAMS

- **Compensation and Pension Programs** provide direct payments to Veterans, dependents, and survivors as a result of the veteran's service-connected disability or because of financial need.
 - Disability Compensation is a monetary benefit paid to Veterans with disabilities that are the result of a disease or injury incurred or aggravated during active military service. The benefit amount is graduated according to the degree of the veteran's disability on a scale from 10 percent to 100 percent (in increments of 10 percent).
 - Dependency and Indemnity Compensation (DIC) benefits are generally payable to the survivors of servicemembers who died while on active duty or survivors of Veterans who died from their service-connected disabilities.
 - Pension programs are designed to provide income support to Veterans with wartime service and their families for a nonservice-connected disability or death. These programs are for low-income Veterans and survivors.



VETERANS BENEFITS ADMINISTRATION

VBA BENEFIT PROGRAMS (continued)



- Burial and Interment Allowances are payable for certain Veterans. A higher rate of burial allowance applies if the Veteran's death is service-connected.
- Spina Bifida Monthly Allowance under 38 U.S.C. 1805 is provided for children born with Spina Bifida who are children of individuals who served in the Republic of Vietnam during the Vietnam Era or served in or near the demilitarization zone in Korea during the period September 1, 1967, through August 31, 1971. Payment is made at one of three levels and is based on degree of disability suffered by the child.
- Children of Women Vietnam Veterans Born with Certain Defects This program provides a monetary allowance, healthcare, and vocational training benefits to eligible children born to women who served in the Republic of Vietnam during the period beginning on February 28, 1961, and ending May 7, 1975, if they suffer from certain covered birth defects. VA identifies the birth defects as those that are associated with the service of the mother in Vietnam and result in permanent physical or mental disability.



VETERANS BENEFITS ADMINISTRATION

VBA BENEFIT PROGRAMS (continued)



- **Education Programs** provide resources to Veterans, servicepersons, reservists, and certain Veterans' dependents to help with readjustment and restore educational opportunities lost because of service to the country, to extend benefits of higher education to qualified persons who may not otherwise be able to afford it, to aid in military recruitment and the retention of highly qualified personnel, to encourage membership in the Selected Reserve, and to enhance the national workforce. Details may be found at www.gibill.va.gov.
- Post-Vietnam Era Veterans Educational Assistance Program (VEAP) is available for eligible Veterans who entered active duty between January 1, 1977, and June 30, 1985. Benefits and entitlement are determined by the contributions paid while on active duty and Veterans have 10 years after separation in which to use the benefit.
- Montgomery GI Bill – Active Duty (MGIB) provides a program of education benefits that may be used while on active duty or after separation. There are several distinct eligibility categories. Generally a Veteran will receive 36 months of entitlement and has 10 years after separation to use the benefit.
- Montgomery GI Bill – Selected Reserve (MGIB-SR) is a program funded and managed by the Department of Defense (DoD) and is available to members of the Selected Reserve. VA administers this program but DoD determines the member's eligibility. Generally a qualified member of the Reserve will receive 36 months of entitlement and will have 14 years in which to use the benefit.



VETERANS BENEFITS ADMINISTRATION

VBA BENEFIT PROGRAMS (continued)



- Reservists Educational Assistance Program (REAP) is a program funded and managed by DoD and is available to members of the Selected or Ready Reserve who are called to active duty to support contingency operations. VA administers this program but DoD determines the member's eligibility. Generally a qualified member of the Selected or Ready Reserve will receive 36 months of entitlement and will be able to use the benefit as long as he or she remains in the Selected or Ready Reserve.
- National Call to Service is a program of education benefits that may be used while on active duty or after separation. The person must have enlisted on or after October 1, 2003, under the National Call to Service program and selected one of the two education incentives provided by that program.
- Dependents Educational Assistance Program (DEA) is designed to assist dependents of Veterans who (1) have been determined to be 100 percent permanently and totally disabled due to a service connected condition, (2) died due to a service-connected condition, or (3) died while on active duty. Dependents typically receive 45 months of eligibility.
- Post-9/11 Educational Assistance Program (Post 9/11-GI Bill) is a new education assistance program for certain individuals with a qualifying period of active duty service after September 10, 2001. Individuals will be eligible for educational assistance in the form of tuition and fees, a monthly housing allowance, and a books and supplies stipend.



VETERANS BENEFITS ADMINISTRATION

VBA BENEFIT PROGRAMS (continued)



The **Loan Guaranty Program** provides assistance to Veterans, certain spouses, and servicemembers to enable them to buy and retain homes. Assistance is provided through VA's partial guaranty of loans made by private lenders in lieu of the substantial down payment and private mortgage insurance required in conventional mortgage transactions. This protection means that in most cases qualified Veterans can obtain a loan without making a down payment. Also, the Loan Guaranty Program offers the following:

- Specially Adapted Housing Grants (SAH) are available to Veterans that have specific service-connected disabilities for the purpose of constructing an adapted dwelling or modifying an existing dwelling to meet the Veterans needs. The goal of the SAH Program is to provide a barrier-free living environment that affords the Veterans a level of independent living he or she may not have otherwise enjoyed.
- Native American Direct Home Loans are available to eligible Native American Veterans and, in certain circumstances, a spouse who wish to purchase or construct a home on trust lands. These loans are direct loans made by the Department of Veterans Affairs.
- Servicing Assistance provides help for borrowers having difficulty in making their loan payments. The assistance can take several forms but the goal is to try and keep the Veteran in the property and avoid foreclosure.



VETERANS BENEFITS ADMINISTRATION

VBA BENEFIT PROGRAMS (continued)



The **Insurance Programs** were created to provide life insurance at a “standard” premium rate to members of the armed forces who are exposed to the extra hazards of military service. Veterans are eligible to maintain their VA life insurance following discharge. In general, a new program was created for each wartime period since World War I. There are four life insurance programs that still issue coverage as well as a program of traumatic injury coverage:

- **Servicemembers' Group Life Insurance (SGLI)** – Provides up to \$400,000 of life insurance coverage to active-duty members of the Uniformed Services and members of the Reserves, cadets and midshipmen of the four service academies, members of the Reserve Officer Training Corps, and members who volunteer for assignment to a mobilization category in the Individual Ready Reserve. SGLI also offers Family Servicemembers' Group Life Insurance (FSGLI) for up to \$100,000 in coverage for a servicemember's spouse, if the servicemember is on active duty or a member of the Ready Reserve of a uniformed service. All dependent children are automatically insured for \$10,000 at no charge.
- **Veterans' Group Life Insurance (VGLI)** – Individuals who separate from service with SGLI coverage can convert their coverage to VGLI, regardless of health, by submitting an application with the first month's premium within 120 days of discharge. After 120 days, the individual may still be granted VGLI provided evidence of insurability is submitted within one-year of the end of the 120-day period.
- **Service-Disabled Veterans Insurance (SDVI)** – A Veteran who has a VA service-connected disability rating but is otherwise in good health may apply for life insurance coverage of up to \$10,000 within two years from the date of being notified by VA of the service-connected status. This insurance is limited to Veterans who left service after April 24, 1951. If the Veteran is totally disabled, they may apply for an additional \$20,000 of coverage under this program.



VETERANS BENEFITS ADMINISTRATION VBA BENEFIT PROGRAMS (continued)



- **Veterans Mortgage Life Insurance (VMLI)** – Mortgage life insurance protection for up to \$90,000 is available to severely disabled Veterans who receive a SAH Grant.
- **Servicemembers' Traumatic Injury Protection (TSGLI)** - is a rider to the SGLI policies and provides automatic traumatic injury coverage to all servicemembers under SGLI, effective December 1, 2005. It provides for payment between \$25,000 and \$100,000 (depending on the type of injury) to SGLI members who sustain a traumatic injury that results in certain severe losses. The benefit is retroactive to October 7, 2001, if the loss was a direct result of injuries incurred in Operations Enduring Freedom or Iraqi Freedom.



VETERANS BENEFITS ADMINISTRATION

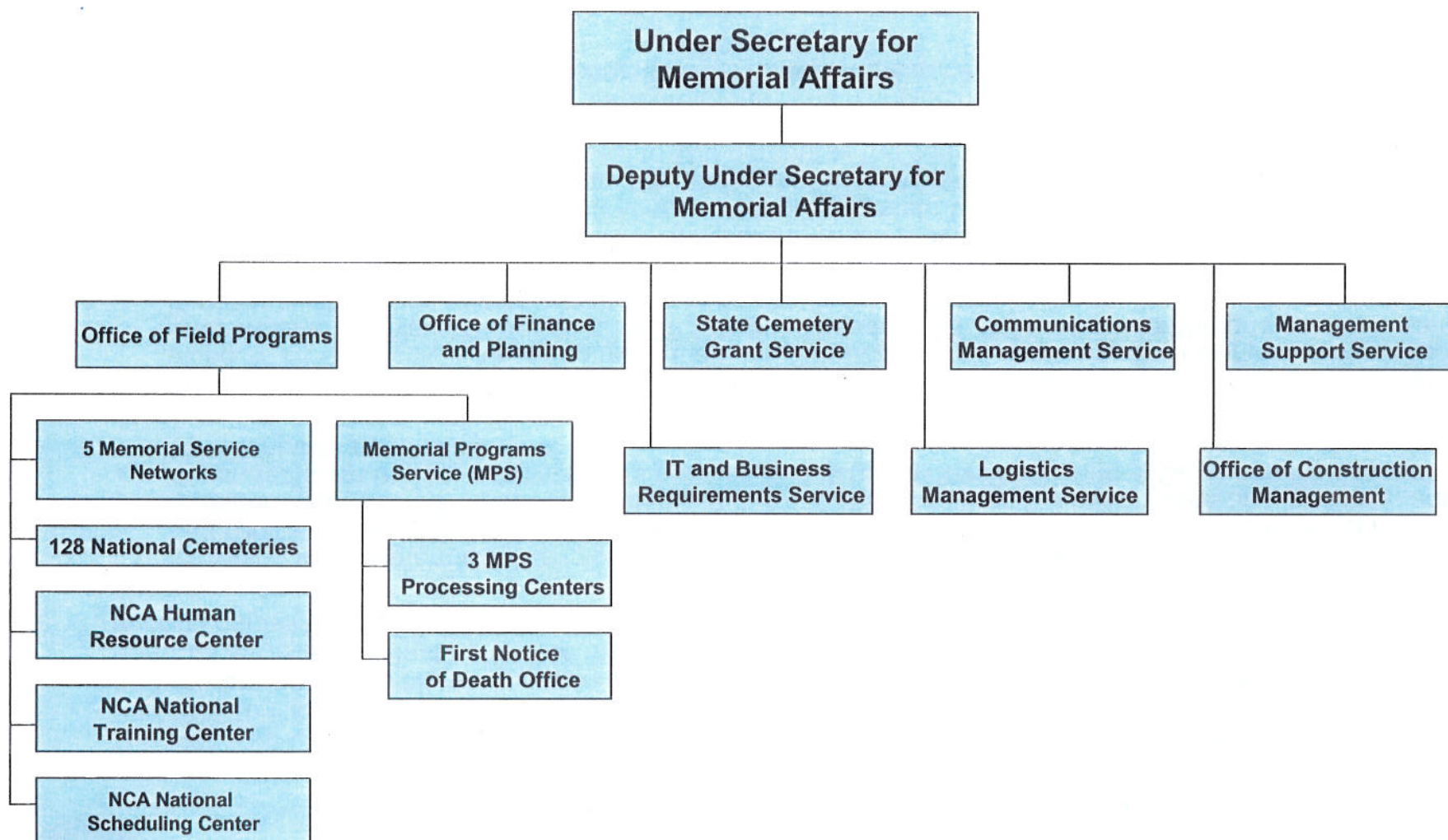
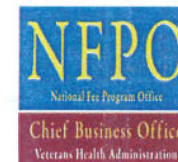
VBA BENEFIT PROGRAMS (continued)



- The **Vocational Rehabilitation and Employment (VR&E) Program** helps servicemembers and Veterans with service-connected disabilities prepare for, find, and keep suitable jobs. For Veterans with service-connected disabilities so severe that they cannot immediately consider work, VR&E offers services to improve their ability to live as independently as possible. Vocational rehabilitation services include a vocational evaluation (i.e. assessment of interests, aptitudes, and abilities), vocational counseling and planning, employment services (i.e. job seeking skills and job placement assistance), training for suitable employment, supportive rehabilitation services, and independent living services. Generally, a Veteran must complete a program of rehabilitation services within 12 years from the date of VA notification of entitlement to service-connected disability compensation. This period may be deferred or extended if a medical condition prevents the Veteran from pursuing rehabilitation services for a period of time, or if the Veteran has a serious employment handicap.
- **Vocational and Educational Counseling** - VR&E can also provide a wide range of vocational and educational counseling services to servicemembers still on active duty, as well as Veterans and dependents who are eligible for one of VA's educational benefit programs. These services are designed to help an individual choose a vocational direction and determine the course needed to achieve the chosen goal. Assistance may include interest and aptitude testing, occupational exploration, setting occupational goals, locating the right type of training program, and exploring educational or training facilities which might be utilized to achieve a vocational goal.



NATIONAL CEMETERY ADMINISTRATION





NATIONAL CEMETERY ADMINISTRATION



The National Cemetery Administration (NCA) operates 128 national cemeteries in the United States and Puerto Rico, together with oversight/management of 33 soldiers' lots, confederate cemeteries, and monument sites. NCA's mission is to honor our Nation's Veterans with a final resting place in national shrines with lasting tribute that commemorate their service to our Nation. This mission is accomplished through four major program areas:

- Providing for the interment of eligible service members, Veterans, reservists, National Guard members, and eligible family members in national cemeteries. More than 103,000 Veterans and eligible family members were buried in national cemeteries in FY 2008. More than 3.5 million Veterans, spouses, and dependents are buried in the system's nearly 7,600 acres of developed land. NCA maintains national cemeteries as national shrines.
- Furnishing headstones and markers for the graves of Veterans throughout the United States and the world. In FY 2008, NCA furnished more than 360,000 headstones, markers, and inscriptions as lasting memorials to our Nation's Veterans. NCA furnishes headstones and markers for the graves of veterans in national, state, and private cemeteries at no cost to the Veteran.
- Administering the State Cemetery Grants Program, which provides grants to states and tribal governments for establishing, expanding, and improving state Veterans' cemeteries. Since the program was established in 1978, 172 grants have been made, totaling over \$344 million through FY 2008. The program provides Federal funding up to 100 percent of the cost of establishing, expanding, or improving state or tribal government Veterans cemeteries that complement NCA. There are currently 73 state Veterans cemeteries in 38 states throughout the Nation, including Guam and Saipan. In FY 2008, nearly 25,000 Veterans and dependents were buried in these cemeteries.
- Providing Presidential Memorial Certificates to Veterans' loved ones to honor the service of honorably discharged deceased service members or Veterans. In FY 2008, NCA issued more than 511,000 Presidential Memorial Certificates on behalf of the President.

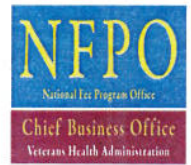


The Seven Assistant Secretaries

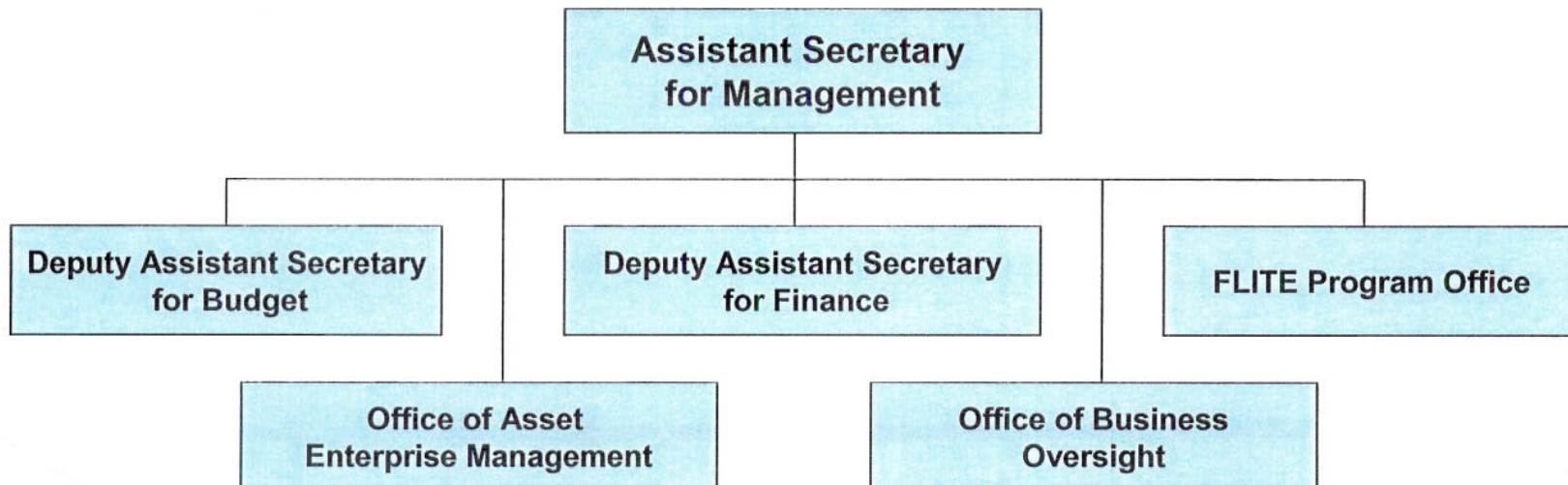
(who advise and support the Secretary and the administrations (VBA, VHA, and NCA))



Assistant Secretary for Management



The Assistant Secretary for Management oversees all resource requirements, development and implementation of agency performance measures, and financial management activities relating to VA programs and operations. Responsibility also includes a Departmental accounting and financial management system that provides for management, cost, budgeting, and accounting information. In addition, the office oversees the Department's capital asset management activities and business oversight activities, including development and implementation of policies and regulations.





Assistant Secretary for Management



- **OFFICE OF BUDGET.** The Office of Budget is responsible for overseeing VA budget formulation, analyzing resource requirements, preparing and justifying budget submissions, and representing VA in budget deliberations with Congress and the Office of Management and Budget (OMB). This office monitors the financial execution of the budget, and the development and implementation of performance measures as defined in the Chief Financial Officers Act as well as the Government Performance and Results Act of 1993. This includes examining actual expenditures and performance with the approved operating budget plan. This office also prepares and submits the Department's annual performance and accountability report to the President, members of Congress, and OMB. The Deputy Assistant Secretary for Budget serves as VA's Performance Improvement Officer and coordinates the performance management activities of the Department.
- **OFFICE OF FINANCE.** The Office of Finance is responsible for continually improving the quality of the Department's financial services. The office maintains stewardship of Departmental resources and provides financial information on appropriations and general, revolving, special, and deposit funds for cost and obligation accounting. The Office of Finance establishes financial policy, systems and operating procedures for all Department financial entities, provides guidance on all aspects of financial management, provides audit readiness and remediation services, and directs and manages the Department's financial operations and systems support.
- The office is responsible for the continued maintenance and update of VA's central payroll and human resources system (Personnel and Accounting Integrated Data or PAID) and implementation of legislative and other mandated changes. The office leads VA's efforts to implement high-quality, cost-effective and operational improvements to PAID and related self-service applications. The office also maintains and updates VA's corporate core accounting system, the Financial Management System (FMS).



Assistant Secretary for Management



- The office leads VA's efforts on payroll modernization (e-Payroll). This effort standardizes, consolidates, and integrates Federal civilian payroll services and procedures. As a result of the Office of Personnel Management's (OPM) alignment of VA with the Defense Finance and Accounting Service (DFAS), the Office of Finance, as VA's primary liaison, works with all VA offices, DFAS, OPM, and OMB on plans for accomplishing the planned migration of VA's payroll servicing. The office completed VA's implementation of a new Web-based electronic travel system in concert with the Federal government's E-Gov Travel Program in December 2007, and oversees system and program service enhancements.
- The Office of Finance is responsible for issuing VA's quarterly and annual consolidated financial statements and providing external departmental financial reports to the Department of the Treasury, OMB, and Congress. It also establishes department-wide standards and policies in financial management and reporting, cost accounting, cash management, debt collection, payroll and management controls.
- The Office of Finance also directs and manages the department-wide travel and purchase card programs, and analyzes and oversees the performance and effectiveness of trusts established under VA's enhanced-use leasing program. It is also responsible for VA financial operations at Central Office and the Financial Services Center in Austin, Texas, and debt collection operations provided by VA's Debt Management Center in St. Paul, Minnesota.
- The Office of Finance also oversees the management and direction of VA's Franchise Fund through its Franchise and Trust Fund Oversight Office. The Fund is comprised of the following business lines (Enterprise Centers): Austin Information Technology Center, Debt Management Center, Financial Services Center, Law Enforcement Training Center, Security and Investigations Center, and VA Records Center and Vault. These centers are authorized to sell common administrative services to VA and other Government agencies. The Enterprise Centers operate entirely on revenues earned from customers and receive no appropriated funding.



Assistant Secretary for Management



The Office of Asset Enterprise Management (OAEM) is the corporate capital asset planning and portfolio management office for the Department. OAEM is a principal policy office and business advisor to the Assistant Secretary for Management and the Secretary, providing objective oversight and advice regarding the acquisition, management, and disposal of VA capital assets. OAEM also functions as the Energy, Environment, and Transportation senior agency official and the Real Property Officer on behalf of the Assistant Secretary for Management. The office oversees capital asset activities to ensure (1) a consistent and cohesive departmental approach and (2) effective portfolio and asset performance management throughout the entire asset lifecycle. OAEM has primary responsibility for developing and promulgating the governance policies and principles, processes, decision-making and performance measurement systems related to the Department's capital asset management. OAEM coordinates the Department's capital investment planning process and chairs the VA Capital Investment Panel. The office provides guidance, standards, and technical expertise with respect to individual investments, infrastructure-related programs, and initiatives. OAEM is also responsible for budget formulation, compiling and producing VA's 5-year Capital Plan for Major and Minor Construction programs; Asset Management Plan; Annual Energy Plan; and 5-Year Disposal Plan.



Assistant Secretary for Management



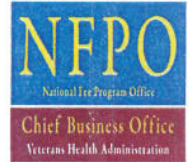
The Office of Business Oversight (OBO) has oversight responsibility for audit and review of the Department's finance, acquisition, logistics, and capital asset management activities. The goals of the organization include improving internal audit coverage of field activities, ensuring consistent application of policy, procedures, and regulations, and ensuring the security and integrity of VA financial operations. The director's office is located in Washington, DC, and three supporting services – Management Quality Assurance Service, Internal Controls Service, and Systems Quality Assurance Service – are located in Austin, Texas.

- (1) The Management Quality Assurance Service performs internal audit reviews of the Department's financial, acquisition, logistics, and capital asset management activities and conducts financial analysis, monitoring, risk assessment and advisory services for VA's CFO.
- (2) The Internal Controls Service coordinates reviews of internal controls over financial reporting required by Appendix A of OMB Circular A-123, *Management's Responsibility for Internal Control*, and system reviews required under OMB Circular A-127, *Financial Management Systems*. These reviews include internal control assessments, remediation activities, and the preparation of the Department's annual statement of assurance related to internal controls over financial reporting.
- (3) The Systems Quality Assurance Service provides independent verification and validation of VA software development, specifically systems quality assurance and systems integration testing for enterprise financial systems; this enables managers to ensure the security and integrity of VA financial operations.

OBO also established VA's Finance and Logistics Council. This council consists of the VA CFO and Deputy CFO; Director of the Office of Asset Enterprise Management; Executive Director of the Office of Acquisition, Logistics and Construction; the VHA, VBA, and NCA CFOs; VHA Chief Business Officer; and a Chief Logistics Officer from VHA, VBA, and NCA. In addition to addressing general financial management, acquisition, logistics, capital asset management, and budget issues, the council manages OBO's oversight and field assistance activities.



Assistant Secretary for Management



The FINANCIAL AND LOGISTICS INTEGRATED TECHNOLOGY ENTERPRISE (FLITE) PROGRAM OFFICE is responsible for the enterprise-wide financial and asset management integration program to standardize functional processes and modernize the information technology environment supporting financial and asset management within VA. The program has two primary elements, an asset management component referred to as the Strategic Asset Management (SAM) project, and a financial component referred to as the Integrated Financial Accounting System (IFAS).

- The FLITE Program Office oversees and coordinates all aspects of the program, including systems engineering, organizational change management, training, program management, communications, and risk and investment management, and directs multi-disciplinary efforts of VA and contractor personnel to accomplish various tasks.
- The FLITE Program Office is also responsible for implementing VA's new Financial Reporting Data Warehouse, a key component of VA remediation efforts associated with the material weakness, "financial management system functionality."
- The objectives of the FLITE initiative are to improve service to those who serve our Veterans by providing timely, consistent and reliable financial, asset management, budget, and related information for management decisions, improve VA's accountability while eliminating the material weaknesses cited above, and improve insight, understanding, and information data exchange.



Assistant Secretary for Information and Technology



The Assistant Secretary for Information and Technology (AS/IT) is the Chief Information Officer (CIO) for the Department of Veterans Affairs and is the principal advisor to the Secretary on all matters relating to the management of VA's information and technology (IT). The AS/IT is the single leadership authority for IT in VA. The Principal Deputy Assistant Secretary for Information and Technology (PDAS/IT) facilitates IT activities in the Department to improve the effectiveness of program operations and to assist line and staff organizations in the performance of their missions. The PDAS/IT is the senior advisor to the Assistant Secretary for all Department-wide information technology, security and privacy matters including policy/budget formulation, planning, assessment of Department business requirements, acquisition, execution and oversight; internal and external coordination; and development and analysis of department level program data.

- The office is composed of six major organizational elements: Quality, Performance, and Oversight; Information Protection and Risk Management; IT Enterprise Strategy, Policy, Plans, and Programs; IT Resource Management; Enterprise Development; and Enterprise Operations and Field Development.



Assistant Secretary for Policy and Planning (OP&P)

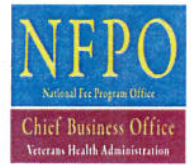


The Assistant Secretary for Policy and Planning (OP&P) provides comprehensive advice, counsel, plans, and reports for the Secretary and other VA senior leaders in the areas of corporate policy, strategic planning and management, VA/Department of Defense (DoD) coordination services, and management improvement to support VA's endeavors to provide benefits and services to our Nation's veterans. In doing so, it:

- provides expert guidance and support for the Department's strategic planning process and implementation of the Government Performance and Results Act (GPRA);
- supports the development, analysis, and review of issues affecting Veterans' programs;
- provides quantitative and actuarial analysis to the Department in support of major policy deliberations;
- serves as the Department's focal point for access to and availability of official data;
- coordinates the independent evaluation of program performance focusing on program outcomes, service quality, customer satisfaction, and management efficiencies;
- coordinates and supports VA and DoD activities, councils, and partnerships; and
- fosters the adoption of management systems improvement initiatives, including the use of such quality engineering/management tools as business process reengineering across VA.



The Assistant Secretary for Operations, Security, and Preparedness (OSP)



- **The Assistant Secretary for Operations, Security, and Preparedness (OSP)** coordinates VA's emergency management, preparedness, security, and law enforcement activities to ensure the Department can continue to perform the mission essential functions under all circumstances across the spectrum of threats. OSP directs and provides oversight for VA's planning, response, and security and law enforcement programs in support of the National Response Plan and VA overall operations. OSP has primary responsibility for:
 - Coordinating the implementation of VA's Strategic Objective 4.1, "Improve the Nation's preparedness for response to war, terrorism, national emergencies, and natural disasters by developing plans and taking actions to ensure continued service to Veterans as well as support to national, state, and local emergency management and homeland security offices."
 - Ensuring that VA environments for care and administration are safe, secure, and as free as possible from the threat of physical danger or property loss.



Assistant Secretary for Human Resources and Administration



The Assistant Secretary for Human Resources and Administration (HR&A) provides direction and oversight to five major program areas headed by the Deputy Assistant Secretaries for Administration, Human Resources Management, Diversity and Inclusion, Resolution Management, and Labor-Management Relations.

With the assistance of these officials, the Assistant Secretary is responsible for directing both policy and operational functions in these program areas. The Assistant Secretary serves as the Department's Designated Agency Safety and Health Official and is responsible for administering the Occupational Safety and Health and Workers' Compensation programs. The Assistant Secretary also serves as the Department's Chief Human Capital Officer, advising and assisting the Secretary in carrying out VA's responsibilities for selecting, developing, training, and managing a high quality workforce in accordance with merit systems principles.



Assistant Secretary for Public and Intergovernmental Affairs



- **The Assistant Secretary for Public and Intergovernmental Affairs** manages all aspects of communications with Veterans, the general public, VA employees, and the news media; an array of special events geared to the needs and interests of Veterans and their families; and efforts by the agency to work with various state and local governments to better meet the needs of Veterans across the Nation.
- The responsibility includes coordination and distribution of the information VA communicates to its audiences, especially to the general public through the news media, and the provision of public affairs policy guidance for the Department.
- The Assistant Secretary also directs and manages the intergovernmental, international, homeless and consumer affairs, as well as the special events program office. The Office of the Assistant Secretary works to meet the needs of all VA audiences-first and foremost, Veterans.



Assistant Secretary for Congressional and Legislative Affairs



The Assistant Secretary for Congressional and Legislative Affairs is responsible for:

- (1) promoting the enactment of legislation authorizing improved Veterans benefits and services by coordinating the development of pro-Veteran legislation and advising the Secretary on legislative strategy;
- (2) maintaining healthy communications with Congress through constituent services, briefings, reports, hearings, and other informational exchanges; and
- (3) maintaining productive working relationships with congressional members/staff, congressional committees, and the General Accountability



The 14 Staff Offices

(that provide specific assistance to the Secretary)



General Counsel



The Office of General Counsel (OGC) provides legal advice and services to the Secretary and all organizational components of the Department. The General Counsel is, by statute, the Department's chief legal officer. OGC interprets and advises Department officials regarding all laws, regulations, executive orders, and judicial precedents pertaining to the Department. It also serves as the final legal authority in issuing departmental regulations that have the force of law. OGC represents the Secretary in various administrative forums and works in close cooperation with the Department of Justice in defending legal actions brought against VA, as well as prosecuting affirmative claims, throughout the country. Further, OGC directly represents the Secretary in all cases litigated before the U.S. Court of Appeals for Veterans Claims. Working in close cooperation with Department officials, OGC prepares for the Secretary's approval draft bills and legislative testimony for presentation to Congress. Among its various other responsibilities, OGC manages the Department' ethics program.



Office of the Inspector General



The Office of Inspector General (OIG) was administratively established in VA on January 1, 1978. The Inspector General Act of 1978 (Public Law No. 95-452), enacted in October 1978, statutorily established the OIG for the Department of Veterans Affairs. The Inspector General Amendments of 1988 (Public Law No. 100-504) established detailed reporting requirements on the resolution and implementation status of issued OIG reports. Public Law No. 100-322 expanded OIG activities to monitor and evaluate the Veterans Health Administration's Quality Assurance Programs and activities of the Medical Inspector. The Inspector General Reform Act of 2008 (Public Law 110-409) further enhanced OIG independence by considering each OIG office to be a separate Federal agency with annual budgetary submission requirements.

- VA's OIG directs an independent and objective organization. The purpose of this organization is to conduct audits, investigations, and inspections of VA programs, operations, and other activities carried out or financed by VA; to recommend policies that promote economy, efficiency, and effectiveness; and to prevent and detect criminal activity, waste, abuse, and mismanagement in VA.
- Accomplishments of the office are described in semiannual reports required by the Inspector General Act. These reports are provided to the VA Secretary, Congress, Office of Management and Budget, and are published on OIG's Website.
- Operations of the OIG are centrally managed in Washington, DC, and are divided among field offices established for audits, investigations, and health care inspections.



Board of Veterans' Appeals



The Board of Veterans' Appeals (BVA), a statutory Board created in 1933, makes final decisions on appeals to the Secretary under laws affecting the provision of benefits by the Department to Veterans, their dependents, or their survivors. BVA conducts hearings in Washington, DC, and at VA regional offices. Hearings by videoconference are available at most regional offices. Final decisions of the Board may be appealed to the United States Court of Appeals for Veterans Claims. Appeals in insurance cases involving contracts may be taken into Federal courts after administrative remedies are exhausted.

- The Board consists of a Chairman, Vice Chairman, Senior Deputy Vice Chairman, four Deputy Vice Chairmen, and sufficient members to conduct hearings and decide appeals in a proper and timely manner. The Chairman serves at the Assistant Secretary level within the Department and is appointed by the President, with the advice and consent of the Senate, for a term of six years. The other members of the Board, including the Vice Chairman, are appointed by the Secretary, with the approval of the President, based upon recommendations of the Chairman. The Secretary designates one member of the Board as Vice Chairman.
- The Board is organized into an Appellate Group, four Decision Teams, and a Management and Administration section. The Appellate Group, headed by the Senior Deputy Vice Chairman, provides counsel to the Chairman and serves as BVA's liaison with VA's Office of General Counsel, Veterans Health Administration, Veterans Benefits Administration, and other elements of the agency. The Appellate Group is also responsible for the Board's professional training and quality assurance programs, BVA's research center, the handling of Freedom of Information Act and Privacy Act matters, regulation and handbook/directives drafting, and medical consultations and reviews by one medical advisor.
- Each of BVA's decision teams is headed by a Deputy Vice Chairman, and is comprised of approximately 12 Veterans Law Judges (VLJ) and 72 attorney advisors. Decisions of the Board are rendered by individual VLJs or by panels of not less than three VLJs. Board counsel assist VLJs, review appeals, conduct research, and prepare tentative decisions. Each decision team decides cases from regional offices in one of four geographic regions.
- BVA's Office of Management, Planning and Analysis is responsible for case management and tracking, docket control, hearing scheduling, correspondence, secretarial and transcription services, procurement, and liaison with parties outside BVA.



Office of Acquisition, Logistics, and Construction



The Office of Acquisition, Logistics, and Construction (OALC) is a multifunctional organization responsible for directing the acquisition, logistics, construction, and leasing functions within the Department of Veterans Affairs. The Executive Director, OALC, is also the Chief Acquisition Officer (CAO) for the Department.

- OALC has two fundamental roles.
 - (1) It has an operational role to provide acquisition, logistics, construction, and leasing support to the Department's administrations and staff offices so they can accomplish their missions.
 - (2) It has oversight responsibility on behalf of the Secretary to ensure VA complies with laws, policies, and directions from executive branch partners, such as the Office of Management and Budget, Department of Treasury, General Services Administration, Government Accountability Office, and Congress.
- OALC provides direct operational support to the Department's administrations and staff offices through its two major organizational components: the Office of Acquisition and Logistics (OAL) and the Office of Construction and Facilities Management (CFM). Each of these offices has staff in Washington, DC, as well as field sites across the Nation.



The Veterans Service Organizations (VSO) Liaison



- The Veterans Service Organizations (VSO) Liaison is the VA Secretary's primary advisor on matters affecting VSOs and is responsible for the Department's day-to-day liaison with those organizations.
- Liaison responsibilities include communicating regularly with VSO officials to ensure VA's responsiveness to the needs of the organizations and their members; attending the VSO Midwinter conferences and national conventions; and communicating with Veterans concerning issues they feel strongly about, including health care. The incumbent attends all National Commanders' testimony on Veteran's issues to the House and Senate Veterans Affairs Committees. Other responsibilities include articulating the Department's points of view on issues affecting America's Veterans; advising the Secretary and Deputy Secretary of VSO policy statements or specific positions on Veterans' issues; and assisting VSOs in their dealings with other Federal agencies.



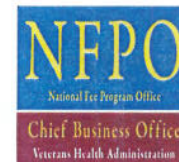
The Center for Minority Veterans (CMV)



- The Center for Minority Veterans (CMV) was established by Congress on November 2, 1994, to promote, evaluate and assess minority Veterans' use of VA programs and recommend solutions to better serve minority Veterans.
- Serving as a principal advisor to the VA Secretary, the CMV is charged with identifying barriers to service and health care access as well as increasing local awareness of minority Veteran-related issues by developing strategies for improving minority participation in existing VA benefits programs. Specifically, these Veterans include the following Veteran minority groups: African American, Hispanic, Asian American, Pacific Islander, and Native American, including American Indian, Alaska Native, and Native Hawaiian. Cultural, economic, and ethnic differences may hinder access to VA services by Veterans minority groups.
- Outreach activities, surveys, site visits, and direct contact with Veterans are some of the channels through which the CMV gathers information to identify opportunities for improvement. The CMV utilizes three major outreach initiatives to assist in identifying and addressing minority Veterans concerns:
- Approximately 300 Minority Veterans Program Coordinators (MVPC) are assigned throughout VA in each regional office, medical center, and national cemetery. MVPCs focus on the needs of minority Veterans in their respective local communities by educating them on VA benefits, services and programs, as well as advocating on behalf of these Veterans by identifying opportunities for improvement of services.



The Center for Women Veterans



- The Center for Women Veterans (CWV) was established by Public Law No. 103-446 in November 1994 to oversee VA programs for women Veterans (www.va.gov/womenvet).
- The Center's mission is to ensure that women Veterans receive benefits and services on par with male Veterans; VA programs are responsive to gender-specific needs of women Veterans; outreach is performed to improve women Veterans' awareness of services, benefits and eligibility criteria; and women Veterans are treated with dignity and respect. The CWV Director serves as the primary advisor to the Secretary on all matters related to policies, legislation, programs, issues, and initiatives affecting women Veterans.
- The Center's goals are to work closely with VA's staff offices and the three administrations (Veterans Health Administration, Veterans Benefits Administration, and National Cemetery Administration) to:
 - (1) identify policies, practices, programs, and related activities that may be unresponsive or insensitive to the needs of women Veterans and recommend changes, revisions, or new initiatives to address the identified deficiencies;
 - (2) foster communication among all elements of VA on the findings and assure the women Veterans' community that women Veteran's issues are incorporated into VA's strategic plan;
 - (3) promote and provide educational activities on women Veterans' issues for VA personnel and other appropriate individuals;
 - (4) encourage and develop collaborative relationships with Veterans service organizations, Federal, state, and community-based agencies to coordinate activities on issues related to women Veterans;
 - (5) coordinate outreach activities that enhance women Veterans' awareness of new and existing VA services and benefits; and promote research activities on women Veterans' issues.



The Center for Faith-Based and Neighborhood Partnerships



- The Center for Faith-Based and Community Initiatives was established on June 1, 2004, by Executive Order 13342, to coordinate agency efforts to eliminate regulatory, contracting, and other programmatic obstacles to the participation of faith-based and other community organization in the provision of social and community services. It was renamed the Center for Faith-Based and Neighborhood Partnerships (CFBNP) in February 2009.
- The Center's mission is to incorporate faith-based and other community organizations in VA programs and initiatives to the greatest extent possible. The CFBNP Director serves as the liaison and point of contact with the White House OFBNP.



The Office of Small and Disadvantaged Business Utilization



- The Office of Small and Disadvantaged Business Utilization (OSDBU) consists of the Office of Small Business Programs and the Center for Veterans Enterprise (CVE). The OSDBU Director serves as the Department's advocate for the participation of service-disabled Veteran-owned small businesses (SDVOSB), Veteran-owned small businesses (VOSB), small business concerns (SBC), small disadvantaged businesses (SDB), women-owned small businesses (WOSB), and Historically Underutilized Businesses (HUBZone) in VA contracts and subcontracts. This office plans, implements, and coordinates Department programs for small businesses as directed by statutes, Executive Orders, and applicable regulations. The OSDBU Director serves as the Department's principal liaison to the Small Business Administration. In matters relating to the Department's socioeconomic acquisition program, the Director is a liaison with the Department of Commerce, General Services Administration, and the Office of Federal Procurement Policy.
- Established by statute in 1979, OSDBU works closely with VA program offices and contracting activities to ensure maximum practical opportunity for small businesses in the Department's procurements. Activities include conducting contract bundling reviews, training acquisition officials, counseling entrepreneurs, participating as small business experts at conferences, distributing informational materials that describe how to do business with the Department and sharing acquisition information with Veterans Service Organizations. This office negotiates, establishes, and maintains the departmentwide procurement goals, and reports on the progress toward accomplishing these goals. This office monitors the effectiveness of current policy, procedures, and plans for enhancing utilization of small businesses in future departmental requirements.



Office of Employment Discrimination Complaint Adjudication

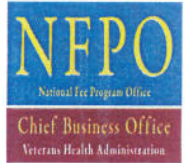


The Office of Employment Discrimination Complaint Adjudication (OEDCA) began operations on February 19, 1998, pursuant to The Veterans Benefits Act of 1997. The OEDCA Director is required to:

- Issue final agency decisions and orders on the merits of Equal Employment Opportunity (EEO) complaints and on any relief that may be available.
- Report cases involving a finding of intentional discrimination or retaliation against employees asserting rights under an equal employment opportunity law to the Secretary or Deputy Secretary.



Office of Advisory Committee Management



- The Advisory Committee Management Office serves as the coordinating office for VA's 26 federal advisory committees. It is responsible for establishing clear goals, standards, and uniform procedures for advisory committee activities. It is also responsible for ensuring the VA advisory committee operations are in compliance with the provisions of the Federal Advisory Committee Act.
- Advisory committees are used extensively by VA to provide advice and guidance on a wide variety of programs that deliver benefits and services to our Nation's Veterans. Advisory committees operate as another component of the "people's voice" in our democratic form of government. Some of VA's advisory committees have been mandated by Congress to ensure that federal laws, as carried out by the executive branch, are meeting their intended goals. Other VA committees have been created by the Secretary of Veterans Affairs to assess specific VA policies or programs.
- Advisory committee members are generally acknowledged, by VA's leadership and members of the Veterans Affairs committees in Congress, as "consumer representatives" of those millions of beneficiaries whose lives are affected each year by VA programs. Advisory committee meetings at VA are generally open to the public, and notices of those meetings are published in the Federal Register.



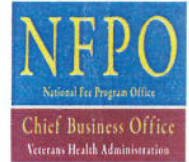
Office of Survivor's Assistance



- The Office of Survivors Assistance was created by Public Law No. 110-389 in October 2008 to oversee VA programs for survivors and dependents of survivors.
- This Office ensures that the surviving spouses, children and parents of deceased Veterans have access to applicable benefits and services under the law and will advocate for their special needs in the policy and programmatic decision of the Department.
- The Office serves as a primary advisor to the Secretary of Veterans Affairs on all matters related to the policies, programs, outreach, legislative issues and other initiatives affecting survivors and dependents of survivors. The Office will also serve as the Department's liaison for inter- and intra-agency cooperation on survivor issues.



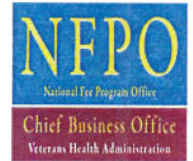
Federal Recovery Coordination Program



- In 2007, the President's Commission on Care for America's Returning Wounded Warriors recommended the creation of a comprehensive patient-centered recovery plan for every seriously wounded Operation Enduring Freedom and Operation Iraqi Freedom (OEF/OIF) service members or Veterans. In 2007, the Federal Recovery Coordination Program (FRCP) was created in response to this recommendation and was incorporated into law through the National Defense Authorization Act of 2008. The FRCP is operated as a joint program of the Departments of Defense and Veterans Affairs, with VA serving as administrative home.
- The patient-centered recovery plan or Federal Individualized Recovery Plan (FIRP) is created by a Federal Recovery Coordinator (FRC) in collaboration with the service member or Veteran, their family members and members of their multidisciplinary treatment team. The FIRP identifies the benefits and services required to meet the service member or Veteran's listed personal and professional goals and is revised or updated as needed to track progress.
- FRCs are located at various military treatment facilities and VA medical centers including: Walter Reed Army Medical Center, National Naval Medical Center, Brooke Army Medical Center, Naval Medical Center at San Diego, Eisenhower Army Medical Center, Rhode Island VAMC, and Michael E. DeBakey VAMC in Houston, Texas.
- In order to meet its goal of providing assistance to recovering service members, Veterans and their families, the FRCP works and interacts with the following programs and staff:
 - Department of Defense's Recovery Coordination Program;
 - Military Treatment Facility Command, multidisciplinary staff and case managers;
 - Services' Wounded Warrior Programs;
 - VA's OEF/OIF teams;
 - VA's polytrauma multidisciplinary staff and case managers;
 - VA's system of health care management, medical teams and case managers; and
 - Various other VA offices and programs.



NGO Gateway Initiative Office



- The Non-Government Organization (NGO) Gateway Initiative Office assists NGOs in planning, improving, and carrying out their programs on behalf of Veterans, their families, and their survivors.
- Under the NGO Gateway Initiative, the Veterans Coalition Inc., a non-profit organization formed by several major national Veterans groups, assist NGOs in identifying the unmet needs of Veterans, families, and their survivors, working with VA to help minimize duplication of effort and confusion among NGOs with programs for Veterans.
- In addition, the program encourages continuous feedback from NGOs on issues such as physical and mental health, employment and satisfaction with government services and benefits affecting Veterans.